



**ANITA M. BOCK**  
Director

# **COUNTY OF LOS ANGELES DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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July 10, 2001

To: Supervisor Michael D. Antonovich, Mayor  
Supervisor Gloria Molina  
Supervisor Yvonne Brathwaite Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: *Anita*  
Anita M. Bock  
Director

Board of Supervisors  
GLORIA MOLINA  
First District  
YVONNE BRATHWAITE BURKE  
Second District  
ZEV YAROSLAVSKY  
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MICHAEL D. ANTONOVICH  
Fifth District

## **RESPONSE TO AUDITOR-CONTROLLER'S FOLLOW-UP REVIEW OF DEPARTMENT OF CHILDREN AND FAMILY SERVICES' CONTRACT MANAGEMENT SERVICES**

On March 15, 2001 the Auditor-Controller provided you with a follow up review of our Department's Contract Management Services. Attached is our response to the Auditor-Controller's eight recommendations.

The Department continues to struggle in the contracts area. It is difficult to find qualified staff, and difficult to keep qualified staff, and training for County contract staff and managers is inadequate in vitally important areas like RFP preparation. We are hopeful that the workgroup recently formed by your Board to address these issues will result in meaningful changes and improvements in the future.

In the meantime, we have finally found a competent Contracts manager and we will continue diligently pursuing badly needed improvements and reforms.

If you have any questions, please call me or your staff may contact Armand Montiel, our Contracts manager, at (213) 351-5685.

AB:AM:IC:cj

Attachment

c: Chief Administrative Officer  
Auditor-Controller  
County Counsel

**RESPONSES TO AUDITOR-CONTROLLER'S RECOMMENDATIONS  
REGARDING THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES'  
CONTRACT MANAGEMENT SERVICES**

**RECOMMENDATIONS:**

- 1. Identify the reporting needs of the parties that participate in the contracting process and develop and implement a system or systems that will accommodate those needs while minimizing duplication of effort.**

**RESPONSE:**

Contract Management Services (Contracts) has implemented a weekly Contract Project Report that is a summary of all projects assigned to Contract analysts. The report shows all contracting activity to take effect in the 90 days following the date of the report. A 30 day report is also produced. The report will be sent monthly or more often to all appropriate persons to obtain their feedback. The feedback will be considered to ensure that our reporting system is consistent with everyone's needs and that duplication of efforts is minimized.

**Responsible Manager: Contracts Manager Armand Montiel and Contracts Supervisors**

**Status: Partially Implemented-Need feedback.**

**Target Completion Date: March 31, 2002**

- 2. Ensure the system(s) is maintained/updated regularly.**

**RESPONSE:**

The Contract Management System is currently being evaluated for updates in the following areas:

- Alert Notices have been revised to provide the program manager with clear instructions as to what is needed in Contracts to adequately complete the project in a timely manner.
- Data entry sheets are being prepared and submitted regularly by all analysts upon completion of their projects and given to the Contracts support staff to input and update all contract data in the management system.
- Timeframes have been re-evaluated for sending Alert Notices and will be incorporated in the procedures, when developed during Fiscal Year 2001-02.

4. **Develop and implement a mechanism for ensuring individuals are held accountable for timely completion of tasks related to the contracts process.**

**RESPONSE:**

The timely completion of tasks related to the development of a contract is monitored via the weekly update of the Contract Project Report. This (weekly) report identifies issues threatening the timely execution of a contract.

In addition to the weekly update, Contracts staff have formed work groups to develop performance measures by which all Contracts staff will be held accountable and to revise the Department's contract request form to reflect more realistic timeframes and milestones. The Contracts staff also produces an every other week report listing Board Agenda items which is shared with Board staff.

**Responsible Manager: Contracts Manager**

**Status: Partially Implemented.**

**Target Completion Date: September 30, 2001**

5. **Develop and implement a comprehensive contract plan (i.e. an annual, three-year and five-year plan) that includes input from all parties in the contract process.**

**RESPONSE:**

Annual, two-year and three-year plans are being developed for current contracts that are likely to be renewed. This plan will be shared with the Bureau Managers for input regarding incorporating department-wide planning into the contract plan.

**Responsible Manager: Contracts Manager and Supervisors**

**Status: Not Implemented.**

**Target Completion Date: December, 2001**

6. **Immediately implement the departmental contract monitoring procedures contained in Chapter 10 of the Living Wage Ordinance Training Manual.**

**RESPONSE:**

We do not have the resources to fully implement Living Wage Ordinance compliance and we have requested additional staff in the Fiscal Year

2001-02 Budget to initiate a contract monitoring unit that will monitor Living Wage Ordinance compliance and other contract compliance.

**Responsible Manager: Contracts Supervisors and Analysts**

**Status: Partially Implemented.**

**Target Completion Date: December 31, 2001**

7. **Develop and implement procedures for maintaining contractor information on the ISD Contract database, and immediately update the database. The procedures shall include mechanisms for inputting contractor compliance related items, as well as steps for checking contractor performance prior to awarding contracts.**

**RESPONSE:**

Contract Services requested and obtained the ISD database program. Contracts staff has entered only food services, Prop A Board contracts, and Technology contracts data directly into the system. We anticipate full compliance for inputting all other contract information by July 31, 2001. Procedures will be developed by Contracts in Fiscal Year 2001-02.

**Responsible Manager: Contracts Supervisors**

**Status: Partially Implemented.**

**Target Completion Date: July 31, 2001**

8. **Ensure mechanisms exist for maintaining standard documents and forms such as the County Terms and Conditions language, contracts, Board letters, etc.**

**RESPONSE:**

Recently, County Counsel staff revised the boilerplate Terms and Conditions language for all Board contracts. On January 25, 2001, Contracts staff attended Board letter writing training. Contract analysts are preparing all Board letters according to the Board training instructions and following Board procedures for filing such letters. Contracts staff is working with County Counsel to develop a standard boilerplate for Request for Proposals (RFP) and Invitation for Bids (IFB) solicitation documents. All staff will ensure that standard documents and forms are maintained, create a central automated library of all contracts, and upgrade Contracts staff's computer needs for easier access of necessary data.

Full implementation may depend on full staffing. Full staffing will allow the establishment of a special implementation team to review and revise the

boilerplate as necessary, and to ensure that all analysts are adept at using this system.

**Responsible Manager: Contracts Manager and Contract Analysts**

**Status: Partially Implemented.**

**Target Completion Date: October 1, 2001**